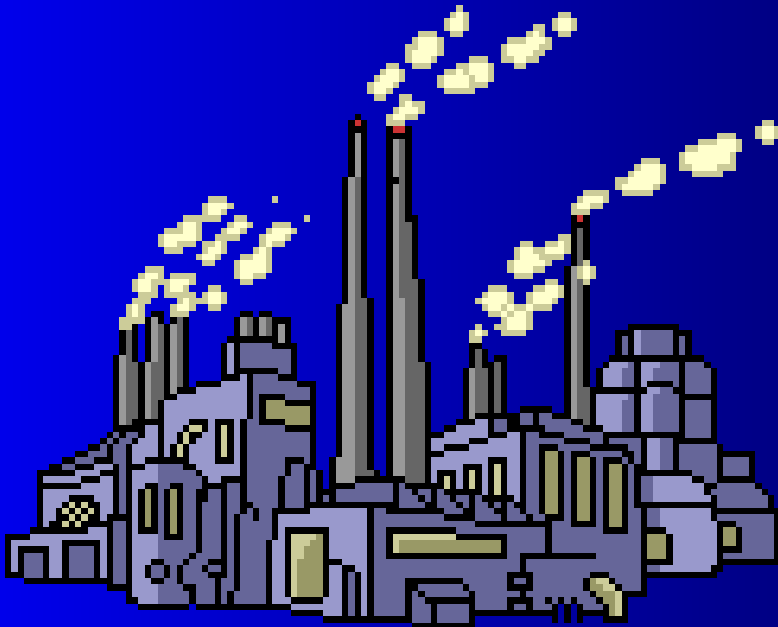


BOSS CONTRACTING

✦ **CHARLOTTE
HALSTEAD**
3CONS/LGCZ
Elmendorf AFB, AK



AGENDA

- How and Why Does The BOSS Decision Start?
- Requirements.
- BOSS Relationships That Work: Industry/PM/Contracting
- Incentives: Do They Work?
- Inherent Difficulties!
- Lessons Learned

INTRODUCTION

This session will provide

- ✱ Knowledge of how/why to award a BOSS contract
- ✱ Some examples
- ✱ Inherent difficulties
- ✱ Lessons learned
- ✱ 1ST - Does anyone have any BOSS background?

VOCABULARY

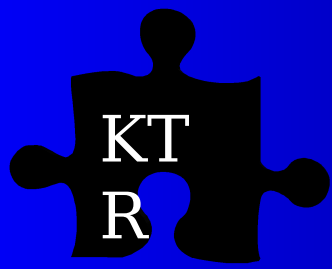
- ✱ Base Operational Services (BOS) vs. Base Operational Support Services (BOSS)
- ✱ GOCO: Government Owned Contractor Operated
- ✱ CO: Contracting Officer
- ✱ PM: Program Manager
- ✱ A-76 study/Outsourcing: Changing performance of a requirement from the DoD service provider (AF) to contractor or civilian function.

VOCABULARY - CONTINUED

- ✱ IRP: Installation Restoration Program
- ✱ MAR: Minimally Attended Radar
- ✱ LRRS: Long Range Radar Site
- ✱ SRRS: Short Range Radar Site
- ✱ O&M: Operation and Maintenance
- ✱ FOB: Forward Operating Bases
- ✱ NOTAMS: Notice To Airmen
- ✱ BASH: Bird Air Strike Hazard

BOSS

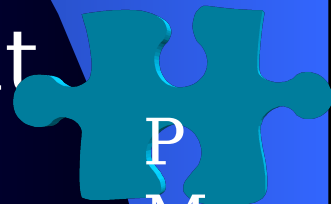
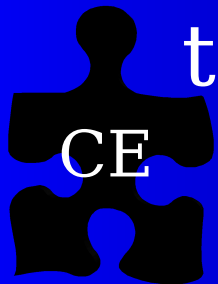
- Base Operating Support Services (BOSS) :
a services contract, awarded by the operational contracting organization, which provides services and support to operate a base.
- Description of Services: broad, so that changes in Mission or Readiness can be accommodated as “In Scope” work.



OVERVIEW



- Imagine changing the Air Force's blue suiters daily activities into GOCO performance.
- Look at some challenges of converting from blue suiters to contractor and how to work out the kink.



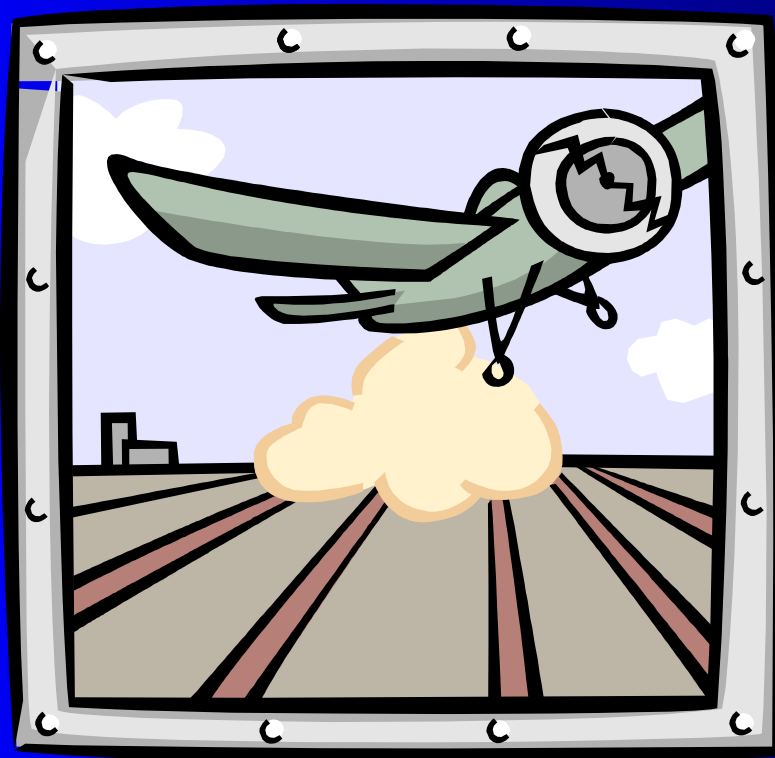
How/Why Does a BOSS Decision Start?

- Outsourcing decision to do an A-76 cost study or Caretaker Status comes from AF.
- Establish a cost and performance baseline that crosses organizational lines:
 - work orders
 - financial prioritization
 - equipment maintenance

CONTINUED

- Goal: achieve cost savings/reduction in remote tours or the AF requirement goes away and a new requirement develops that can be solicited.
- Premise: most requirements are cross-functional. Example: airfield management
- Exercise: Breakdown airfield management into processes

EXERCISE: AIRFIELD MANAGEMENT



- ✦ **Airfield Management**
 - Inspections/Checks
 - Grounds/Pavement
 - Base Operations
 - Flight Service Sections
 - Flight Planning Room
 - Air Crew Lounge
 - Documentation
 - NOTAMs
 - Airfield Restrictions
 - Airfield Lighting
 - Barriers
 - Fire/Crash Operations
 - BASH

RELATIONSHIP THAT WORK FOR BOSS

- ✱ The success of a BOSS is based on the ability to partner and communicate with all parties. All parties are important.
- ✱ Industry are the commercial technical experts (best practices/innovation) and doers.
- ✱ Program Managers are the belly button for all functionals' coordination.
- ✱ CO holds the warrant, facilitates and has the overall contract responsibility.
- ✱ Tenants are the base occupants and users.
- ✱ Exercise: Coordinate an emergency response.

EXERCISE: EMERGENCY RESPONSE



- ✱ Tenant worker injured on the job
- ✱ Prompt Emergency Response
- ✱ BOSS Contractor Medical Staff consult Physician
- ✱ Condition determined not critical, no Medivac necessary
- ✱ Tenant group quit working/Congressional inquiry

INCENTIVES - DO THEY WORK?



Yes

- ✱ IF they are simple.
- ✱ IF the contractor is incentivised (can reach the carrot)!
- ✱ IF the government's evaluation is fair
- ✱ IF there is mutual trust that allows frank, open discussions and joint determination of how you'll both achieve your cost/performance goals

INHERENT DIFFICULTIES



- ✱ Manpower to support workload.
- ✱ Communication that connects with the right person!
- ✱ Contractor direction that is CO driven.
- ✱ Writing a PWS
- ✱ Commanders go from Task Master to Program Manager

Eareckson Air Station (EAS), Alaska



- ✱ EAS: contracted out in October 1995 under direct conversion
- ✱ EAS: located approximately 1500 miles from Elmendorf AFB, AK
- ✱ Missile Defense is now a tenant organization on EAS.

<https://www.mil.elmendorf.af.mil/orgs/tenants/Eareckson/index.htm> (.mil access only)

EAS, Alaska - CONTINUED

Contract responsibilities currently are

- * Medical
- * Environmental (except IRP)
- * Airfield Management
- * Fuels Management
- * Supply Management
- * Air Station Transportation
- * Services
- * Weather
- * Security
- * Disaster Preparation
- * Civil Engineering

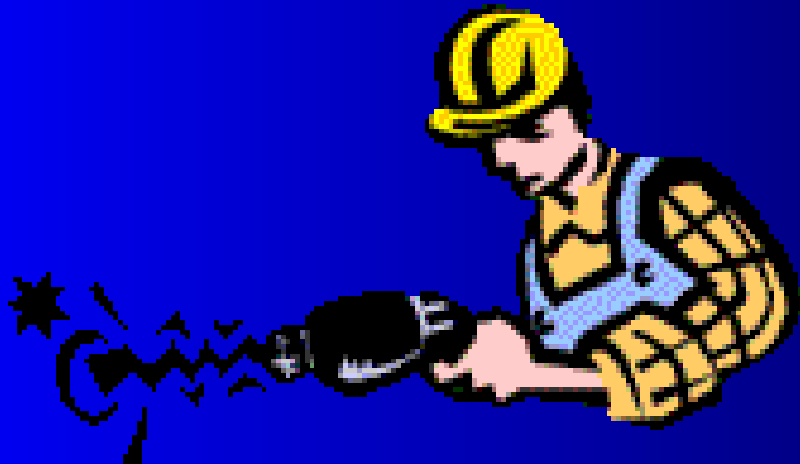


ALASKA RADAR SYSTEM

- ✱ Data transmission to ROC (Elmendorf AFB) via 18 remote sites:
- ✱ 15 LRRS: Loc-Mart AN/FPS 117 MAR
- ✱ 3 SRRS: AN/FPS 124 (unmanned)
- ✱ BOSS included only on certain LRRS



ALASKA RADAR SYSTEM - CONTINUED



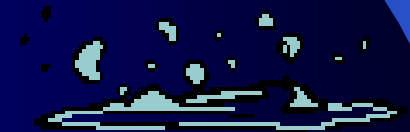
First contracted out in
June 1977 for:

- * Facility Maintenance
- * Communications
- * Electronic Maintenance
- * Civil Engineering
- * Logistics
- * Airfield Operations
- * Power Production

Today: Very Mature
requirement

KING SALMON & GALENA AIRPORTS

- ✱ Caretaker Status for O&M requirements at the FOBs King Salmon Airport and Galena Airport, Alaska.
- ✱ Mission:
- ✱ receive diverted aircraft
- ✱ support scheduled exercise aircraft/deployments
- ✱ maintain facilities/utilities for possible reconstitution



WHERE TO GET MORE INFORMATION

- ✱ Article in Program Manager, “Outsourcing Base Operations Support Functions”
- ✱ Article in Contract Management, “The Changing Face of Operational Contracting”
- ✱ Author of both is Lt. Col Rene G. Rendon, USAF, CPCMC, CPM.

TO SUM IT UP! LESSONS LEARNED

- ✱ Partnering and communication cannot be understated.
- ✱ BOSS can be very convoluted and expansive work.
- ✱ Takes competent, trained, responsible personnel to get it right!
- ✱ Use training info in discussions involving requirements/A-76 studies.
- ✱ Questions/Feedback?